

FORT RUCKER, AL 36362-5363

2003

The background of the slide is a faded, light blue-tinted image of the United States flag, showing the stars and stripes. The text is overlaid on this background.

Preface

This course catalog includes both civilian and military safety courses. Course information and application procedures follow.

CP-12 COURSE INFORMATION



CAREER PROGRAM-12 COURSES

1. **Procedures for Applying:** Mail or FAX (address and FAX number shown below) a signed copy of your DD Form 1556 to reserve a slot in each course/class. You will receive notification approximately 30 days before start of class that you have a slot. Please provide your FAX number and email address for notification. You may call Ms. Jenell Fuller, DSN 558-3943 or commercial (334) 255-3943, or email ***FullerJ@safetycenter.army.mil*** for confirmation.

**FAX numbers: DSN 558-9527
(334) 255-9527**

Mailing Address: CDR, USASC
ATTN: CSSC-TT
BLDG 4905 5TH AVE
FORT RUCKER, AL 36362-5363

You must bring the original DD Form 1556 to class to obtain the required signatures. **These procedures apply to both civilian and military applicants.*

- **Per Diem Rate at Fort Rucker:** \$80 per day at time of publication. Verify per diem rate with your activity or <http://www.dtic.mil/perdiem/rateinfo.htm>

3. Lodging Information: Contact the billeting office shown below to determine availability of government quarters.

Billeting Office: DSN 558-2626
(334)598-5216

In the event quarters are not available, the following list of motels is provided. They are not listed in any specific order, nor does the US Army Safety Center endorse them.

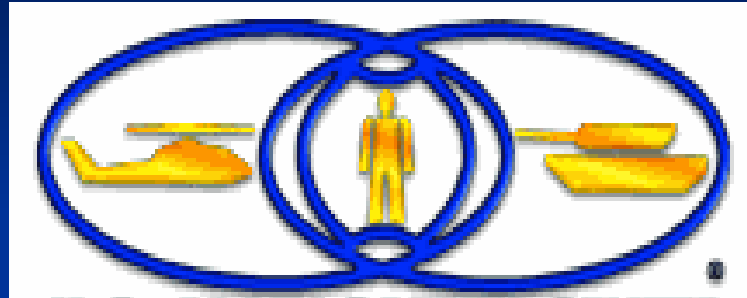
Daleville Inn, Daleville, AL (334)598-4451 or 1-877-884-3088
Econo Lodge, Daleville, AL (334)598-6304 or 1-800-553-2666
Green House Inn, Daleville, AL (334)598-1475 [No 800 number]
Jameson Inn, Ozark, AL (334)774-0233 or 1-800-526-3766
Holiday Inn, Ozark, AL (334)774-4300 or 1-800-465-4329
Best Western, Ozark, AL (334)774-5166 or 1-800-528-1234
Comfort Inn, Enterprise, AL (334)393-2304 or 1-800-228-5150
Days Inn, Enterprise, AL (334) 393-3297 or 1-800-329-7466
Ramada Inn, Enterprise, AL (334)347-6262 or 1-800-228-2828

•**CP-12 Career Manager** is Dr. Brenda Miller, DSN 558-3553 or commercial (334)255-3553 or by email at ***millerb@safetycenter.army.mil***

Mailing Address: CDR USASC
ATTN: CSSC-TT/DR MILLER
BLDG 4905 5TH AVE
FORT RUCKER AL 36362-5363

NOTE: *This catalog is a “living document”. We will continue to update it as we revise our curriculum. In addition please refer to the Certified Vendor List for other courses not specifically*

CP-12 COURSE TITLES AND COURSE NUMBERS



American

**Council
on
Education**

**ARMY CAREER PROGRAM-12 SAFETY & OCCUPATIONAL HEALTH
COURSES
CATALOG
US ARMY SAFETY CENTER
FORT RUCKER, AL 36362-5363**

Catalog/Course Number

Title

IET597	Safety Internship for the Safety Specialist
IET597A	Industrial Application of Regulatory Initiatives
IET957AA	Intern Leadership Development Course (ILDC)
IET597B	Hazardous Material Control and Response Methods
IET597BB	Research Methods & Graduate Project
IET597C Environment	Recognition, Evaluation & Control of the Occupational
IET597CC	Career Development
IET597DD	Safety Management
IET597E	Advanced Machinery Guarding
IET597F	Electrical Hazard Control
IET597FF	Behavior Based Safety

Catalog/Course Number

Title

IET597GG

Strategic Planning

IET597H

Hazard Recognition in Built Environments

IET597I

Fire Safety in Building Design [inc. Life Safety Code]

IET597II

Modern Safety Issues

IET597J

Motor Vehicle and Transportation Safety

IET597JJ

Introduction to Workers' Compensation

IET597L

Associate Safety Professional (ASP) Workshop

IET597LL

Action Officer Development Course (AODC)

[Correspondence Course]

IET597M

Contemporary Ergonomics

IET597MM

Orientation

IET597N

Problem Solving Techniques (For Interns Only)

IET597NN

Army Safety Resource Management

IET597O

Theory and Application of Army Accident Prevention

IET597OO

Occupational Health Safety Technologist

Catalog/Course Number

Title

IET597PP	Certified Safety Professional (CSP) Workshop
IET597Q	Accident Investigations and Analysis
IET597R	Environmental Law
IET597S	Health Physics and Radiological Health
IET597SS	Legal Aspects of Safety and Occupational Health
IET597T	Disaster Planning - Safety Implications
IET597U	Briefing Techniques
IET597V	MACOM Orientations/ MACOM Seminar Series
IET597W	Safety Program Leadership and Management
IET597X	Writing Techniques
IET597Y	Training Techniques
IET597Z	Quantitative Methods in Safety Management
ACDTREP	Accident Reporting Workshop
ADVINV	Advanced Accident Investigation and Analysis

Catalog/Course Number

Title

ADVSAF	Advanced Safety Management
AVNSAF	Aviation Safety
BOARD	Board President's Course
CHEMSAF	Chemical Safety
CONTRACT	Contractor Safety
EXPSAF	Explosives Safety
HFACS	Human Factors
HPSAF	Hospital Safety
OPSAF	Operational Safety
RANGE	Range Safety
RECORD	Recordkeeping
TACSAF	Tactical Safety



AVIATION SAFETY OFFICER COURSE INFORMATION



Aviation Safety Officer Courses

Catalog/Course Number

Title

7K-F12

Aviation Safety Officer Course

7K-F18

Aviation Safety Officer Correspondence Course [2

week course]

7K-F21

Aviation Safety Officer Refresher Course

Aviation Safety Officer Course (ASOC): Produces the skills necessary to manage an aviation safety program at company and battalion levels. Offered as a 6-week resident course (or as a 2-week (phase II) resident training combined with a prerequisite (Phase I) correspondence course. These courses are designed to teach an individual “how to” administer a safety program.

Aviation Safety Officer Update/Refresher Course (ASORC): Provides an update on aviation safety issues, risk management, and regulations. Offered to any school-trained ASO. ASO's are encouraged to attend annually for updates on modern safety issues, current US Army safety trends, practices, policy and regulatory updates. This course is not designed to teach an individual “how to” administer a safety program.

Procedures for Applying:

ASOC and ASORC: Submit a DA Form 4187 through your Personnel Administrative Center (PAC) to request the ASO Course. Course information is contained in DA PAM 351-4 (U.S. Army Formal School Catalog: 6-week ASOC – SC:012, Army Training Requirements and Resources System (ATRRS) course # 7K-F12; ASORC – SC:012, course # 7K-F21). Please note that you must be projected to go into an ASO slot or currently serving in an ASO slot to attend the course. Course quotas are set by Department of the Army strength requirements and filled by PERSCOM, NGB, USARC, and IMSO.

Preparation: Before arriving for the course, you should be familiar with the following regulations: AR 385-10, The Army Safety Program; AR 385-40, Accident Reporting and Records; AR 385-95, Army Aviation Accident Prevention; and DA PAM 385-40, Army Accident Investigation and Reporting.

During the courses, you will be introduced to the Risk Management Information System (RMIS). Should you desire to gain access (at the appropriate security level) to this restricted web site, you will need to log on (<http://rmis.army.mil>) and follow registration instructions prior to arrival.

Requirements:

Fort Rucker Courses: Arrive at Fort Rucker the day prior to the course beginning. Report; ready to begin class, to Building 5206 (Murphy Hall, across from the UH-1 simulator building), Room 7 at 0800 on the designated start date as outlined in the ATRRS. The Fort Rucker lodging office is at (334) 598-5216.

- **Uniform:** The duty uniform for all courses is BDU.
- **Additional Instructions for the 6-week ASOC, 7K-F12:** A swim suit and towel are required for pre-dunker training. Students must bring a current up-slip or proof of a current physical. A flight suit or ABDU may be authorized during certain phases of training.
- **Travel Orders:** The 6-week course students will travel off-site for training at other installations to conduct an Aviation Accident Prevention Survey (AAPS). To ensure reimbursement for the overnight stays, your orders should include the statement “SM is authorized variations to proceed to additional places as may be necessary to accomplish the mission. Dual Lodging Authorized.” During the course, you will be given a large amount of reference material. If you are traveling by air, you may want your orders to contain authorization for mailing this material home.
- **Course Completion Requirements:** The ASOC course is an MOS producing course

- **Welcome Packets:** Individuals attending the course who did not receive a welcome packet should contact the appropriate course POC and request one.

Direct Questions/Requests Concerning the ASO Course to:

Fort Rucker Courses: CW4 “D” Smith, Director, US Army Aviation Safety Officer Training Course: Comm. (334) 255-2376, DSN: 558-2376; CW4 Paul Clark -3712; Mr. Lee Helbig - 9868.

CW4 Smith (smithd@safetycenter.army.mil)

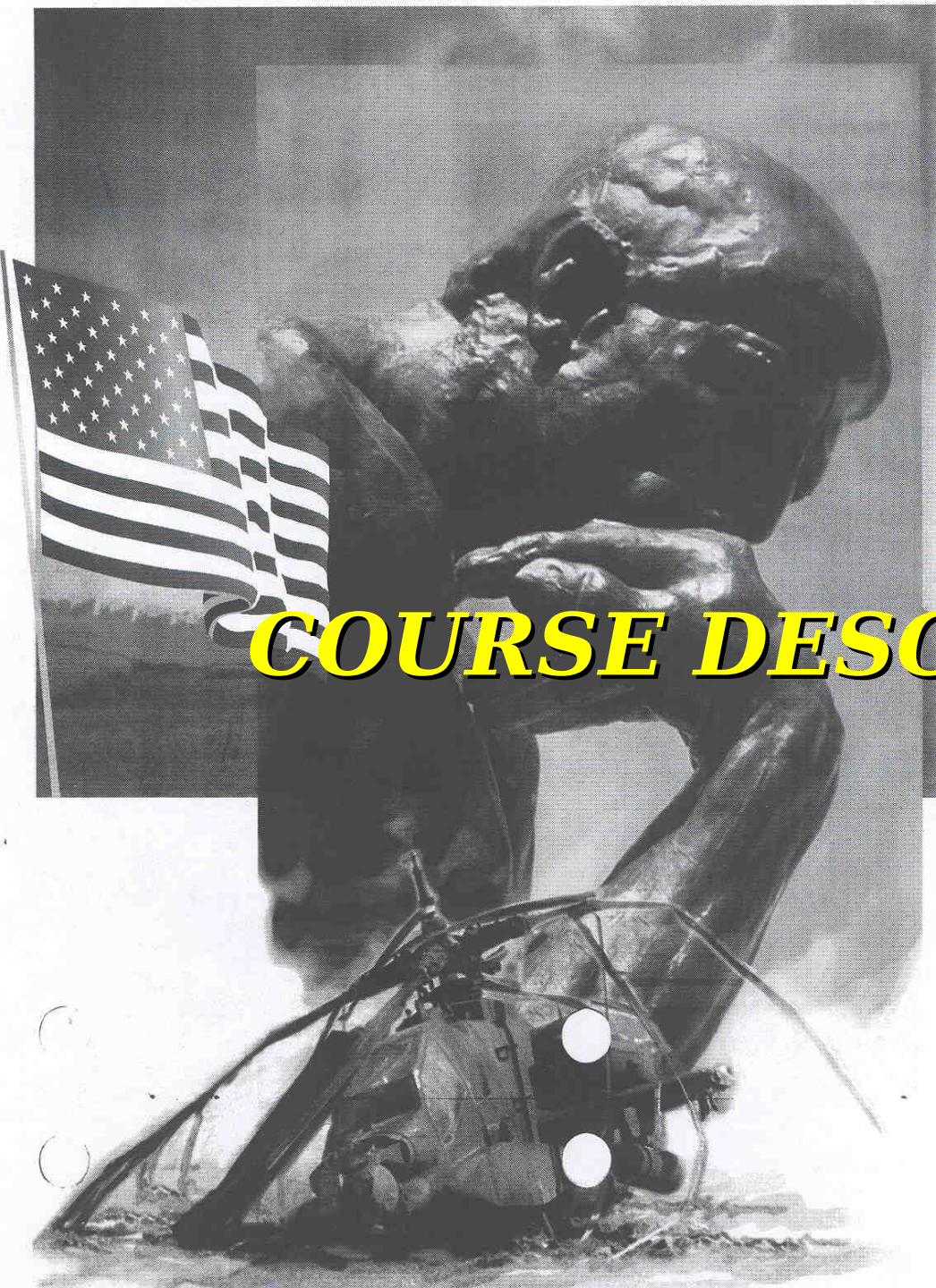
CW4 Clark (clarkp@safetycenter.army.mil)

Mr. Lee Helbig (helbigc@safetycenter.army.mil)

ARNG Courses: The NGB POC for the course is CW5 Bill Halevy, (703) 607-7735, DSN: 327-7735.

• **Eastern ARNG Aviation Training Site (EAATS):** Fort Indiantown Gap, Annville, PA 17003-5002; POC CW4 Kevin Stewart, DSN 491-8882 x 440, Comm. (717) 861-8882 x 440; e-





Catalog/Course Number	Title	Description
IET597	Safety Internship for the Safety Specialist	The Safety Internship requires supervised experience at the interns' organization. This involves the student working under safety personnel and analyzing and writing of experiences. Work is focused on Army Operations and safety concerns within the Army. Supervised work experience is focused on the CP-12 career objective.
IET597A	Industrial Application of Regulatory Initiatives	Advanced application of scientific and engineering principles to the analysis of processes, equipment, products, facilities and environments in order to optimize safety and health effectiveness for private and federal safety programs. Topics include: legislative overview, problem identification, control concepts, and extensive use of Occupational Safety and Health Standards for General Industry (29 CFR Part 1910).
IET957AA	Intern Leadership Development Course (ILDC)	This course trains Army career interns in the practical application of leadership values and ethics, as well as the development of individual responsibility and accountability. It also addresses the Army's structure and describes civilian career program progression. Subjects include: situation leadership, communication, trust and team building, conflict management and values.
IET597B	Hazardous Material Control and Response Methods	An advanced approach to a complex operation that lends to original research in the development of all phases of safe spill response, from planning to final recovery and restoration of a spill site. This course critically analyzes, in detail, the requirements for medical monitoring, methods of mitigation, how to select respiratory protective equipment, chemical protective clothing, air monitoring instruments and important new command categories.
IET597BB	Research Methods & Graduate Project	Each student will work independently to review relevant research literature in order to develop a viable research question suitable for investigation. Each student will formulate a specific research plan including selection of appropriate data collection and analysis methods and scheduling the sequence of steps that will be required to answer the question. There is a formal lecture component dealing with research issues and the research process.
IET597C	Research Methods & Graduate Project	Each student will work independently to review relevant research literature in order to develop a viable research question suitable for investigation. Each student will formulate a specific research plan including selection of appropriate data collection and analysis methods and scheduling the sequence of steps that will be required to answer the question. There is a formal lecture component dealing with research issues and the research process.

Catalog/Course Number	Title	Description
IET597DD	Safety Management	Safety Management examines the modern work setting from a safety and health point of view. Examination of the history of safety leads the student to an understanding of why and how safety management evolved into an advanced discipline. The roles of, and interactions between, government, safety management, and the worker, in the dynamic, economy driven environments of the military and civilian industry..
IET597E	Advanced Machinery Guarding	Critical analysis of safeguarding concepts and applications revised to reflect current standards and practices. Specialized attention to the worldwide and multidisciplinary framework of robot safety. Original research into methods to protect workers from the hazards inherent in operating machines and equipment. Provides continuity between the diverse threads,---legal, technical, and human, which are relevant to the current research in this field.
IET597F	Electrical Hazard Control	Electricity and its associated phenomena of resistance, capacitance and inductance. Operating procedures related to various types of electrical apparatus used in industry and the various hazards, which can occur in relation to an electrical installation.
IET597FF	Behavior Based Safety	The objective of this two-day course is to provide attendees with the skills, knowledge, and materials required to develop, initiate, and manage a behavior-based safety process. Materials that are provided and/or developed during the workshop include an implementation team and steering committee charter, and an implementation plan with timetable and training plan, observation checklists, lesson recording, analyzing, and reporting observations.
IET597G	System Safety and Analysis	This course emphasizes the specialized integration of safety skills and resources into all phases of a System's Life Cycle. Accident prevention, beginning with systems engineering together with sound management, are combined in this course to enable the student to fully comprehend their vital roles in preventing accidents. The total program, from design concepts, through testing, maintenance/systems management and operational employment is fully examined and evaluated.
IET597GG	Systemic Elements	This course will be held on the same date and time as the course of

Catalog/Course Number	Title	Description
IET597H	Hazard Recognition in Built Environments	Hazard Recognition in Built Environments provides critical analysis of various theories on accident causation, contract provisions that address safety, the role of project coordination in safety, and the role played by designers in construction safety. Specific learning will focus involvement and summary information on OSHA investigations.
IET597I	Fire Safety in Building Design (Includes Life Safety Code)	Fire Safety in Building Design, Occupancy and Maintenance examines the issues of safety of facilities from a life and fire safety code compliance standpoint. The course will study the interrelation of construction, built-in fire protection, occupancy and building maintenance. The student will explore the issues of adopted codes versus referenced standards and face problems in code compliance with more than one applicable code.
IET597II	Modern Safety Issues	This course is designed to provide leading-edge information on newly emerging, high-visibility, and high-interest topics. The course usually includes four and five mini courses designed to keep managers up to date on new technologies, breakthrough prevention and management strategies, and new regulatory requirements with Army-wide command interest.
IET597J	Motor Vehicle and Transportation Safety	An advanced approach to develop the technical resources needed to build and maintain an effective accident control system for all fleets, from automobiles to large commercial vehicles. This course distills and presents the collective and specialized knowledge of original research, through field work and professional experience, to formulate and refine methods that effectively reduce vehicle accidents and resulting personal injuries.
IET597JJ	Introduction to Workers' Compensation	This course will provide basic understanding of workers' compensation. The overall objective is to focus on the legal, insurance, medical, and employee issues relating to the management of these programs.
IET597L	Associate Safety Professional (ASP) Workshop	This information-intensive review course is designed to prepare you to successfully sit for the Safety fundamentals Examination (Core) - necessary to qualify you to receive the coveted Associate Safety Professional (ASP) designation. Through a detailed analysis of all sections of the examination, this ASP review is a smart move for busy

Catalog/Course Number	Title	Description
IET597M	Contemporary Ergonomics	Management commitment, worker participation, and training are addressed along with the procedures for identifying, evaluating, and controlling risk factors for work-related musculoskeletal disorders (MSDs) in a variety of workplaces. This course provides professional application of ways to identify, evaluate and problem-solve ergonomic problems in the workplace. Its proactive approaches to workplace ergonomics programs emphasize prevention of MSDs through recognizing, anticipating, and reducing risk factors in the planning stages of new work processes.
IET597MM	Orientation	This orientation is for Interns only . DD Forms 1556 are not required.
IET597N	Problem Solving Techniques (For Interns Only)	This course is designed to teach interns the Army Problem Solving Model and its application to Safety and Occupational Health.
IET597NN	Army Safety Resource Management	This course provides safety professionals the skills and knowledge needed to effectively obtain and manage the resources of an Army safety office. The course will provide models to manage resources in the workplace based on private and government experience.
IET597O	Theory and Application of Army Accident Prevention	This course analyzes the substantial theoretical components of the various theories of accident causation and system models. Coupled with the practical application of Army accident prevention procedures, it produces specific learning outcomes of developing controls and implementing an effective safety program.
IET597OO	Occupational Health Safety Technologist (OHST) Certification Workshop	This workshop will help identify potential problem areas, recommend resources available to prepare for the exam, explain certification requirements and scoring procedures, review content material utilizing a “testing” format, and minimize “test shock.” You will learn: review of fundamentals; calculator, mathematics, statistics, chemistry, and physics; engineering technology; basic and applied sciences; law, regulations and standards; control concepts; survey and inspection techniques; investigation; data computation and recordkeeping.
IET597PP	Certified Safety	This course is designed to prepare you for the specialty examination,

Catalog/Course Number	Title	Description
IET597Q	Accident Investigations and Analysis	Analysis of various aspects of accident investigation such as recent theories associated with accident causes, investigative techniques, data acquisition, structure of investigative reports, management responsibilities, and remedial actions. Particular emphasis is placed on determining sequence of events to develop management actions which will prevent recurrence of accidents.
IET597R	Environmental Law	A rationale of the fourteen dominant environmental, health, and safety laws and issues encompassing environmental law: Clean Air Act; Clean Water Act; Oil Pollution Act; Safe Drinking Water Act; Toxic Substance Control Act; Pesticides; Resource Conservation and Recovery Act; Underground Storage Tanks; Federal Facilities Compliance Act; National Environmental Policy Act; Comprehensive Environmental Response, Compensation, and Liability Act, Emergency Planning and Community Right-to-Know Act; Pollution Prevention Act; and the OSHA Act.
IET597S	Health Physics and Radiological Health	Study of problems associated with ionizing and non-ionizing radiation in the human environment. Emphasis given to biological effects, radiation measurements, dose computational techniques and exposure control. Analysis of private and public regulations and their application in the workforce. This course provides a comprehensive analysis of the safety aspects in the design of processes, equipment and facilities utilizing radiation sources.
IET597SS	Legal Aspects of Safety and Occupational Health	This course is specifically designed to explicate the legal aspects of health and safety that are required in occupational health and safety and industrial hygiene programs. Explores mandatory legal components while students analyze case laws, their effects, and pending legislation and regulations.
IET597T	Disaster Planning - Safety Implications	This course is designed to teach safety professionals the skills needed to develop and implement policies, plans and procedures to protect life and property through applications of sound emergency management principles in all phases of disaster planning.
IET597U	Briefing Techniques	If you are already a subject-matter expert, it's time to master effective presentation skills. You will learn how to analyze your audience, combat

Catalog/Course Number	Title	Description
IET597W	Safety Program Leadership and Management	An approach to the theoretical speculation and the methodological instrumentation used to measure human behavior. This course is a how-to-approach with specific attention to leadership skills for greater innovation, quality, and employee commitment. This course offers a critical analysis of the manager as communicator, motivator, delegator, coach, counselor, problem solver, decision maker, change agent and creative force.
IET597X	Writing Techniques	This course is designed to teach students current approaches to specialized writing [includes educational styles, business styles, and military writing styles]. Critical and historical analyses are supplemented by assignments in writing the studied forms.
IET597Y	Training Techniques	Examining the cornerstone work on adult learning, theory and practice. Students learn to develop meaningful learning programs and use new techniques for effective teaching. Students will learn to design, implement and ultimately measure return on investment through improved productivity and fewer worksite incidents.
IET597Z	Quantitative Methods in Safety Management	Quantitative Methods in Safety Management examines the modern quality improvement efforts within organizations. Individual process-improvement and problem-solving lead the student through various methods of quantitative improvements in safety and health programs. This course will provide the student with “continuous improvement skills” and the applications of theories to safety and health.
ACDTREP	Accident Reporting Workshop	The accident reporting workshop includes refresher instruction and practical exercises on Army accident classification, reporting, and investigation requirements and the various roles the safety professional plays in the reporting and investigation process. The workshop then progresses into specific requirements and instructions on putting together a formal ground accident investigation report (on duty class A or B) and how to review the report for accuracy and technical correctness. A practical exercise on reviewing an actual report is included in the workshop. Additionally, safety professionals will be provided with step by step instructions and practical exercises on filling out and reviewing ground and aviation abbreviated accident reports. Sources of information

Catalog/Course Number	Title	Description
ADVSAF	Advanced Safety Management	This course is intended to supplement every management situation, whether safety, manufacturing, Army or civilian. Topics covered include managing up the line, managing laterally, managing staff, and managing the future.
AVNSAF	Aviation Safety	Course provides an introduction to the unit aviation safety program, aviation safety officer duties and responsibilities, tools and techniques, and unique aviation safety issues.
BOARD	Board President's Course	The Board President's Course provides military officers, warrant officers, and noncommissioned officers (NCOs) with special leadership and technical training required to perform the duties and responsibilities of an Accident Investigation Board President. Specific training includes training policies, administrative procedures, duties and responsibilities, legal aspects, the accident investigation process, out-brief process, and resources.
CHEMSAF	Chemical Safety	This course covers the principles of chemical safety as they apply to the Army. Topics will include OSHA standards, chemical processes in the Army, hazards associated with chemicals in the workplace, hazard recognition and control, and toxicological testing.
CONTRACT	Contractor Safety	Course will cover: <ul style="list-style-type: none">■ Contracts & contract language■ 29 CFR 1926, Subpart C (basic requirements for all contractors)■ OSHA's most frequently cited violations■ Army's most frequently cited violations■ Multi-employer citation policy
EXPSAF	Explosives Safety	This course provides the safety professional the knowledge and tools to effectively manage an explosives safety program. The course covers explosives safety program elements including regulatory requirements, responsibilities, training, surveys and inspections, accident reporting, site

Catalog/Course Number	Title	Description
HFACS	Human Factors	This course presents an overview of the importance of the human role in all aspects of the Army and industry. It will emphasize the issues, problems, and solutions of unsafe acts, attitudes, errors, and deliberate actions attributed to human behavior and the roles supervisors and management personnel play in these actions. The course will study human limitations in the light of human engineering, human reliability, stress, medical standards, drug abuse, and human physiology. The course will discuss human behavior as it relates to the soldier's adaptation to the military environment as well as the entire military's role in meeting the soldier's unique needs.
HPSAF	Hospital Safety	Topics covered will include certifications for hospital safety professionals, the DA Safety Program policies and responsibilities, JCAHO inspections, environment of care standards, management plans, examples of evidence of performance implementation, and healthcare hazard control. The class includes a tour of the physical plant at Lyster Army Hospital.
OPSAF	Operational Safety	This course is an introductory course for interns focusing on the basics of operational safety. Topics covered include: vehicle movement/convoys, living areas, rail loading/unloading, field maintenance operations, POL operations, pre-accident plans, OPTEMPO, SOPs, and emergency recovery procedures.
RANGE	Range Safety	Purpose of the RSC is to prepare selected safety and range professionals for safe and realistic range operations and firing of current and future weapon systems, individually and in Combined Arms Live Fire Exercises (CALFEXs). Emphasis on ensuring safe and efficient range operations in support of the commander's mission. Normal method of instruction is lecture/conference. The RSC also includes hands on instruction and practical exercises in the construction of surface danger zones (SDZs) required to support single and multiple weapons systems, as well as the integration of these systems in collective training.
RECORD	Recordkeeping	Students will learn: <ul style="list-style-type: none"> Specific OSHA record keeping requirements Exceptions and exemptions for small employers and employers in low-hazard industries

Catalog/Course Number	Title	Description
TACSAF	Tactical Safety	<p>Course will cover:</p> <ul style="list-style-type: none"> ■ Army structure & terminology at divisions and below ■ Safety officer resources ■ Hazard identification ■ Tactical maintenance operations and related issues
7K-F-12	The Aviation Safety Officer Course	<p>This course will provide Army Aviators, active or reserve component, Department of the Army Civilian (DAC) flight instructor/safety professional, or Army contract civilian flight instructor personnel with the basic education and training necessary to manage an effective accident prevention program. The Military Occupational Specialty codes (MOS) awarded are; Commissioned Officer Additional Skill identifier G8; Warrant Officer Special Qualification Identifier B.</p>
7K-F-21	Aviation Safety Officer Update/Refresher Course	<p>Provides an update on aviation safety issues, risk management, and regulations. Offered to any school-trained ASO. ASO's are encouraged to attend annually for updates on modern safety issues, current US Army safety trends, practices, policy and regulatory updates. This course <u>is not</u> designed to teach an individual "how to" administer a safety program.</p>

CP-12 Training Points of Contact

- **Dr. Brenda Miller, CP-12 Manager/Chief,
Training & Education Division, USASC**
brenda.miller@safetycenter.army.mil
- **Ms. Krystal Hancock, CP-12 Intern,
USASC**
krystal.hancock@safetycenter.army.mil
- **Ms. Jenell Fuller, Training Registrar/
Administrative Assistant, USASC**
fullerj@safetycenter.army.mil



We SHOULD ALL BEAR ONE THING
IN MIND WHEN WE TALK ABOUT
A TROOP WHO 'RODE ONE IN.'

HE CALLED UPON THE SUM OF ALL
HIS KNOWLEDGE AND MADE A
JUDGMENT. HE BELIEVED IN IT SO
STRONGLY THAT HE KNOWINGLY
BET HIS LIFE ON IT.

THAT HE WAS MISTAKEN IN
HIS JUDGMENT IS A TRAGEDY,
NOT STUPIDITY.

EVERY SUPERVISOR AND
CONTEMPORARY WHO EVER SPOKE
TO HIM HAD AN OPPORTUNITY TO
INFLUENCE HIS JUDGMENT, SO A
LITTLE BIT OF ALL OF US GOES IN
WITH EVERY TROOP WE LOSE.

AUTHOR UNKNOWN